

JUDITH M. SKELTON-GREEN  
Unit 10 – 8 Beck Blvd  
Penetanguishene, ON  
L9M 1C3

Phone: (705) 549-7749

Email: [judith.skelton-green@transitions-hod.ca](mailto:judith.skelton-green@transitions-hod.ca)

FAX: (705) 549-9806

---

## PROFILE

**More than 30 years of leadership experience in widely varied health and educational settings. Developed and implemented innovative solutions in start-up, rationalization, transition, and downsizing situations. Consulted to diverse organizations. Co-developer and co-facilitator of widely acclaimed nursing and health leadership institutes. Superior skills in all aspects of human and organizational development. Widely published in health administration periodicals; frequently sought as conference speaker and facilitator.**

## ACHIEVEMENTS

### FACILITATION and CHANGE LEADERSHIP:

- Consulted to over 100 clients in more than 150 engagements, primarily in the areas of corporate integration, organizational redesign, leadership development, strategic planning and operational review.
- Provided leadership and coordination for successful merger of two large community hospitals.
- Facilitated integration initiatives in several different multi-partner situations.
- Extensive experience with operational review, operational planning and organizational redesign.
- Successfully managed five significant "down-sizing" operations.
- Guided the introduction of patient-focused care in two community hospitals.

### CORPORATE LEADERSHIP:

- Member of executive team in hospitals undergoing significant change.
- Board member for professional nursing associations in two provinces.
- Facilitated strategic planning at varied levels in diverse organizations, both as senior manager and as consultant.
- Led start-up for all patient care activities in new 300-bed community general hospital.

### ASSESSMENT, TRAINING & DEVELOPMENT

- Co-developed and co-facilitate widely acclaimed Nursing and Health Leadership Institutes, which have been attended by more than 2000 Canadian health care leaders since 2001. <http://dwnli.ca/>
- Co-developed, and co-lead "*Influencing Public Policy: Strategies and Tactics*" workshop which has been offered to national and international nursing leaders in diverse venues.
- Member of the panel that developed the *Leadership Best Practice Guideline* for the Registered Nurses of Ontario. [http://www.rnao.org/Page.asp?PageID=122&ContentID=1196&SiteNodeID=241&BL\\_ExpandID=](http://www.rnao.org/Page.asp?PageID=122&ContentID=1196&SiteNodeID=241&BL_ExpandID=)
- Developed innovative college-based RN program, which was emulated in several other jurisdictions.
- Chaired committee to revise CHE curriculum for Canadian College of Health Service Executives; participated in second review five years later.
- Developed training program to enhance skills of middle managers in leading self-managed work teams.
- Initiated and facilitated three-year externally funded project to enhance the professional self-esteem of nurses.
- Valued mentor for numerous nursing and health care professionals.

### EDUCATION & RESEARCH:

- Completed PhD in three years while holding full-time hospital executive position.
- Held concurrent faculty positions in baccalaureate and masters programs in nursing and health sciences.
- Secured three significant grants for research into different facets of professional nursing practice.
- Widely published, including master's thesis and doctoral dissertation.
- Frequently sought as conference speaker and workshop facilitator.

## EMPLOYMENT HISTORY

<b>TRANSITIONS: HOD Consultants Inc.</b>	1995 - Present
<b>PRESIDENT</b> <ul style="list-style-type: none"><li>• With associates, provide diverse Organizational Development services to organizations in transition.</li><li>• Practice specializes in strategic, operational, training and motivational interventions, which advance human and organizational development.</li><li>• Brochure and client list available.</li></ul>	
<b>Deloitte &amp; Touche Management Solutions Consulting Practice</b>	1998 – 2002
<b>ASSOCIATE SENIOR MANAGER</b> <ul style="list-style-type: none"><li>• Worked in the Health Solutions Practice, doing business development, practice support, and direct client consultation. Project list available.</li></ul>	
<b>Ernst &amp; Young Management Consultants</b>	1995 - 1998
<b>ASSOCIATE PRINCIPAL</b> <ul style="list-style-type: none"><li>• Work in both the Health and People AdvantEdge (change management) practices, doing business development, practice support, and direct client consultation.</li><li>• Project list available.</li></ul>	
<b>Grand River Hospital Corporation</b> (Kitchener, Ontario) (Formerly Kitchener-Waterloo and Freeport Hospitals, Kitchener, Ontario)	
<b>PROJECT DIRECTOR - AMALGAMATION</b>	1994 - 1996
<ul style="list-style-type: none"><li>• Seconded, with a Freeport colleague, to coordinate all aspects of the amalgamation of the two institutions</li></ul>	
<b>VICE-PRESIDENT - PATIENT SERVICES</b> (KWH)	1987-1994
<ul style="list-style-type: none"><li>• Member of senior management team in large community hospital undergoing significant changes in role, programs, services and resources.</li></ul>	
<b>Scarborough Grace General Hospital</b> (Scarborough, Ontario)	1984 - 1987
<b>ASSISTANT EXECUTIVE DIRECTOR - NURSING SERVICES</b> <ul style="list-style-type: none"><li>• One of five senior administrators responsible for the hospital opening.</li></ul>	
<b>The Riverdale Hospital</b> (Toronto, Ontario)	1984
<b>DIRECTOR OF NURSING - REHABILITATION</b> <ul style="list-style-type: none"><li>• Recruited from this position to Scarborough Grace for start-up.</li></ul>	
<b>Vernon Jubilee Hospital</b> (Vernon, British Columbia)	1982 - 1984
<b>ASSISTANT DIRECTOR OF NURSING</b>	
<b>Okanagan College</b> (Kelowna, British Columbia)	
<b>COORDINATOR OF NURSING EDUCATION</b>	1975 - 1980
<b>CLINICAL LIAISON OFFICER</b>	1980 - 1981
<ul style="list-style-type: none"><li>• Fully responsible for start-up of a unique RN Diploma program, which has since been emulated in several Canadian jurisdictions.</li></ul>	
<hr/>	
<b>Additional Positions</b>	1968- 1975
<ul style="list-style-type: none"><li>• General duty nursing in small outpost hospital, large metropolitan teaching hospital, and community health.</li><li>• Classroom and clinical teaching positions in 2, 3 and 4 year nursing programs.</li></ul>	

## EDUCATION AND PROFESSIONAL DESIGNATIONS

- 1994      **Ph.D. IN HUMAN AND ORGANIZATIONAL SYSTEMS**  
The Fielding Institute
- 1973      **MASTER OF SCIENCE IN NURSING**  
University of British Columbia
- 1969      **BACHELOR OF SCIENCE IN NURSING**  
McMaster University  
-----
- 2005      **HONOURARY LIFE MEMBERSHIP AWARD**  
Registered Nurses Association of Ontario
- 1992      **FELLOW (FCCHSE)**  
Canadian College of Health Service Executives
- 1988      **CERTIFIED HEALTH EXECUTIVE (CHE)**  
Canadian College of Health Service Executives

## CONCURRENT FACULTY POSITIONS

- 1994 - 98      **University of Toronto**  
Faculty of Graduate Studies  
M.Sc.N. Program - Nursing Administration Specialty
- 1990 - 91      **Ryerson Polytechnic University**  
Continuing Education Division  
BAAN Extension Faculty
- 1990 - 92      **University of Minnesota**  
M.P.H. Independent Studies Program  
Clinical Faculty/Preceptor

## FURTHER DETAILS (available upon request)

1. Professional, Committee and Community Service
2. Research and Grants
3. Publications
4. Presentations (in last ten years)
5. Continuing Education (in last ten years)
6. Consulting – Complete list of Individuals and Organizations Served